ATLANTIC CANADA OPPORTUNITIES AGENCY

Results-Based Action Plan
April 1, 2006, to March 31, 2009

For the Implementation of Section 41
of the
Official Languages Act

May 2006

General Information – ACOA

◊ **Federal department/agency:**

Atlantic Canada Opportunities Agency
644 Main Street
P.O. Box 6051
Moncton, New Brunswick
Canada E1C 9J8

http://www.acoa-apeca.gc.ca

◊ **Agency Mandate**

The Agency's mandate is derived from Part I of the *Government Organization Act, Atlantic Canada* 1987, R.S., c G-5-7, otherwise known as the *Atlantic Canada Opportunities Agency Act*. Its purpose is to "increase opportunity for economic development in Atlantic Canada and, more particularly, to enhance the growth of earned incomes and employment opportunities in that region."

The Government of Canada remains committed – indeed, it is a legislated requirement – to reducing regional disparities and ensuring that Canadians in all parts of the country benefit from a strong economy and the services that such an economy can provide.

It is within this context that the Atlantic Canada Opportunities Agency (ACOA) is mandated to address the economic development challenges facing Atlantic Canada, identify and correct structural weaknesses in the economy, help communities and businesses overcome barriers, and find new opportunities for growth. It is also within this context that ACOA is committed to helping the region make the transition to a more innovative, productive and competitive economy.

ACOA works in partnership with Atlantic Canadians to improve the economy of communities in the region. This is accomplished through a regional strategy that aims to improve economic performance and enhance the region's competitiveness. Working with partners in all levels of government, the private sector, academia and non-governmental organizations, ACOA seeks to advance the government's agenda for economic opportunities and innovation in order to serve the needs of business, organizations, individuals and communities in Atlantic Canada.

General Information – ACOA

◊ **Minister responsible for the Atlantic Canada Opportunities Agency**

The Honourable Peter MacKay

◊ **Officials responsible for the implementation of Part VII of the OLA**

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Champion	Janet Gagnon
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◊ **Regional Co-ordinators**

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General Information – ACOA

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◊ **Fiscal years covered :**
From April 1, 2006, to March 31, 2009

Summary of Main Expected Results – ACOA

Context

ACOA, through its activities related to the implementation of Section 41 of the *Official Languages Act*, contributes by enhancing economic development in official language minority communities (OLMCs) in the Atlantic provinces. ACOA's mandate is to promote economic development in the Atlantic region, and as such, ACOA intends to co-operate in various initiatives proposed by OLMCs.

Awareness

ACOA will continue efforts among its employees to ensure they understand their obligations in respect to Section 41 of the OLA. Awareness sessions will be offered to staff, as well as to partners offering services in collaboration with the Agency. In addition, articles will be published on ACOA's website to inform staff of initiatives aimed at OLMCs.

Consultations

The Action Plan for 2006-2009 calls for ACOA staff to continue their involvement with OLMCs. This involvement enables the sharing of information and priorities between ACOA and the communities, and the Agency can determine what the needs and priorities of the OLMCs are and to take measures within its mandate.

Communications

In order to communicate the activities related to the implementation of Section 41 of the OLA, ACOA's Official Language Action Plan, as well as the annual status reports, will be available on the Agency website. All this information will be available in both official languages. Access to this information will enable OLMCs to be informed on various initiatives and programs delivered by the Agency.

Co-ordination and Liaison

ACOA will continue its participation on numerous national committees in order to share best practices and acquire new ideas for implementation within the Agency. In addition to this, ACOA will participate in interdepartmental committees and regional committees to discuss the enhancement of vitality within OLMCs.

Funding and Program Delivery

Through its Business Development Program, ACOA will continue to support OLMC projects that fall within its mandate. ACOA will also continue to administer e-learning

projects as well as youth internships that come from an MOU signed between Industry Canada and ACOA.

Accountability

ACOA will continue to meet its obligations to Canadian Heritage by submitting annual status reports. There will also continue to be a sharing of information, on a regular basis, among the OL champion, the manager responsible for the implementation of Section 41, the national co-ordinator, and regional co-ordinators. Internally, ACOA will introduce new tools to ensure transparency related to the implementation of Section 41 when funding is allotted to clients.

Communication Plan – ACOA

Distribution list

- Members of the Committee of Deputy Ministers on Official Languages
- Members of the Committee of Champions on Official Languages for ACOA
- Regional ACOA co-ordinators responsible for the implementation of Section 41 of the OLA
- Directors general of ACOA
- Regional vice-presidents of ACOA
- Official languages co-ordinator for Industry Canada (regional and national)
- Members of the Federal Council official languages sub-committee in the Atlantic provinces
- OLMC groups and organizations such as:
    - Réseau de développement économique et d'employabilité (RDÉE) in the Atlantic Region
    - Société des Acadiens et Acadiennes du Nouveau-Brunswick (SAANB)
    - Conseil économique du Nouveau-Brunswick (CENB)
    - Fédération des francophones de Terre-Neuve et du Labrador (FFTNL)
    - Fédération acadienne de la Nouvelle-Écosse (FANE)
    - Société de développement de la Baie acadienne (SDBA)
    - Conseil de développement économique de la Nouvelle-Écosse (CDENE)
    - Société Saint-Thomas-d'Aquin (SSTA)
    - Société nationale de l'Acadie (SNA)

The results-based action plan from April 1, 2006 to March 31, 2009 is also available on the Agency's website at:

http://www.acoa-apeca.gc.ca/e/library/parliament.shtml#official

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A. AWARENESS (in-house activities)

(Training, information, orientation, awareness, communication and other activities carried out in-house in order to educate employees and/or senior managers of the federal department/agency about linguistic duality and the priorities of OLMCs; senior manager performance contracts and recognition programs; taking the viewpoint of OLMCs into account during research, studies and investigations.)

Main expected results	Main activities planned to achieve expected results	Indicators to measure results
	Head Office	
- Agency employees and management are aware of their responsibilities pertaining to the *Official Languages Act* (OLA).	- Regional tour in the Atlantic provinces to deliver sessions to Agency staff pertaining to their responsibilities under the *OLA*. o Once per year to new staff, as required o All Agency staff: fall of 2008	- Employees are made aware of their responsibilities regarding Section 41 of the *OLA* and include an OL clause in their letters of offer to clients. o On an annual basis, create awareness with 10 employees; o Deliver approximately 15 sessions to the various regions across the Agency (for employees and management)
	- Regular discussions with ACOA employees looking for information regarding their obligations under the *OLA* as it relates to financial requests from clients.	- Awareness to employees on an annual basis regarding Section 41 obligations.
	- Publication of OL articles on the Agency website, "Rendezvous".	- A minimum of three articles per year will be published in Rendezvous.
	- Quarterly meetings of the *OLA* committee for ACOA (HR and Community Development with champions).	- A minimum of four meetings per year will be organized by the OLA champion.

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	- Regular meetings with the *OLA* champions' steering committee (directors of HR and CD, and managers and champion).	- A minimum of two meetings per year will be held.
- Employees in the Communications unit within each region are informed of the Agency's obligations as they relate to the OLA.	- Regional tour of all Communications units throughout the Agency to inform them of the Agency's obligations under the *OLA* and to assure respect of these obligations when dealing with clients who receive Agency funding. o New Brunswick (one session) o Nova Scotia (one session) o Prince Edward Island (one session) o ECBC (one session) o Head Office, Moncton (one session)	- Ensure that officers include an OL clause in all letters of offer or purchase orders as it relates to our clients responsibilities relating to the Agency's OL obligations. o A minimum of five sessions will be delivered in each fiscal year.
- Policy staff are informed of ACOA's responsibilities under the OLA when implementing new programs or services.	- Presentation to policy staff on OLA responsibilities.	- A minimum of one meeting/presentation or communication with policy staff on a yearly basis.
- Economic development organizations who deliver certain services on the Agency's behalf are made aware of their obligations under the OLA.	- Presentations to Community Business Development Corporations (CBDCs) and Community Economic Development Agencies (CEDAs), related to their obligations to the OLA as a client receiving funding from ACOA. o Nova Scotia /Cape Breton o New Brunswick o Prince Edward Island	- Create awareness amongst the CBDCs and the CEDAs as it relates to their obligations under the Part VII and part IV of the OLA. o A minimum of five sessions will be delivered in each fiscal year.
	- Presentations to SEED Capital co-ordinators as it relates to their obligations to the *OLA*. o Nova Scotia /Cape Breton o New Brunswick o Prince Edward Island	- Create awareness among the SEED Capital co-ordinators as it relates to their obligations under the OLA. o A minimum of four sessions will be delivered in each fiscal year.

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B. CONSULTATION (sharing of ideas and information with OLMCs)

(Activities (e.g. committees, discussions, meetings) through which the department/agency consults the OLMCs and dialogues with them to identify their needs and priorities or to understand potential impacts on their development; activities (e.g. round tables, working groups) to explore possibilities for co-operation within the existing mandate of the department/agency or as part of developing a new program or policy; participation in consultations with OLMCs co-ordinated by other government bodies; consultation of OLMCs by regional offices to determine their concerns and needs.)

Main expected results	Main activities planned to achieve expected results	Indicators to measure results
- The OLMCs are aware of the products and services offered by the Agency. - Solid partnerships are established between community associations and ACOA personnel. Bilateral co-operation is ongoing. - Access to ACOA programs is facilitated by having Agency personnel present at various OLMC meetings. - The OLMCs have the opportunity to share their priorities with ACOA personnel. - The OLMCs are part of the regular clientele served by regional offices.	**Head Office** - Participate in annual meetings of the OLMCs representative organizations in each region. (NB, NS, NL, PEI) - Organize an annual meeting with the OLMCs representative organizations to discuss possible collaboration, such as: o Conseil de développement économique de la Nouvelle-Écosse (CDENE) o Conseil économique du Nouveau-Brunswick (CENB) o Société de développement de la Baie acadienne (SDBA) o Fédération des francophones de Terre-Neuve et du Labrador (FFTNL) and Réseau de développement économique et d'employabilité – Newfoundland and Labrador (RDÉE NL) - Organize a meeting between the four Atlantic provinces RDÉEs and the regional co-ordinators responsible for the implementation of Section 41 of the *OLA* for ACOA.	- Participate in two to four AGMs per year. - Organize a total of two to four meetings per year. - Organize a minimum of one meeting per year. - Study to be completed in June 2006 and recommendations to follow.

	- Work with the Atlantic RDÉEs to examine methods of service delivery to OLMCs (demand vs offer).	- Adoption of a common interdepartmental approach for Atlantic Canada.
	- Explore different sources of information regarding existing federal inter-departmental committees (such as the one in Newfoundland and Labrador), in order to adopt a common approach for the Atlantic provinces.	
	Newfoundland and Labrador	
	- Regular communication with partners: o FFTNL o ARCO o AFL o FJTNL o AFSJ o RDÉE.	- Organize or attend two to four meetings per year.
	- Participation on the Francophone Affairs Steering Committee - *Comité d'orientation aux affaires francophones* (COAF).	- Participation in two to three meetings per year.
	- Participation on the ARCO resources committee.	- Participation in two to four meetings per year.
	- Collaboration with the RDÉE of Newfoundland and Labrador.	- Participation in two to four meetings per year.

	- Participation on the steering committee for the Port au Port service delivery improvement project.	- Participation in two to four meetings per year.
	- Participation on the management committee for the Economic Zone 9 bilingual liaison officer internship project.	- Participation in two to four meetings per year.
	Nova Scotia	
	- Regular communication with partners such as: o CDENE o FANE o *Le Centre Jodrey* o *La Société Promotion Grand Pré* o *Le Village historique acadien de la Nouvelle-Écosse*	- Organize or attend two to four meetings per year.
	- Participation on the board of the CDENE.	- Participation in two to four meetings per year.
	- Collaboration with the RDÉE of Nova Scotia.	- Participation in two to four meetings per year.
	Cape Breton - Via Enterprise Cape Breton Corporation (ECBC): o *La Société Saint-Pierre* o *La Commission de développement de Chéticamp* o *Le Conseil des arts de Chéticamp* o *Le Centre La Picasse* o *L'Administration portuaire de Petit-de-Grat*	

	○ *L'Association de développement LeMoine* ○ *L'Association touristique de Chéticamp* ○ *L'Association musicale acadienne de Chéticamp* ○ *La Coopérative Radio Chéticamp Ltée* ○ *L'Administration portuaire de Chéticamp* **New Brunswick** - Collaboration with the RDÉE of New Brunswick.	- Participation in two to four meetings per year.
	- Regular consultations with: ○ *le Conseil économique du Nouveau-Brunswick* ○ *l'Association acadienne des artistes professionnel.le.s du Nouveau-Brunswick* ○ *RADarts* ○ *la Société des Acadiens et Acadiennes du Nouveau-Brunswick* ○ *Centre Scolaire Samuel de Champlain, Saint-Jean*	- Organize or attend two to four meetings per year.
	Prince Edward Island - Regular communication with partners: ○ *Société Saint-Thomas-d'Aquin* ○ *Société de développement de la Baie acadienne* (SDBA) ○ *Société Éducative de Île-du-Prince-Édouard*	- Organize or attend two to four meetings per year.

	○ *Association des femmes acadiennes et francophone Francophones de l'Île-du-Prince-Édouard* ○ *Jeunesse Acadienne Ltée* ○ *Association touristique Évangéline* ○ *Chambre de commerce acadienne et francophone de l'Î.-P.-É.* ○ *Réseau de développement économique et d'employabilité* (RDÉE) ○ *Le Conseil de développement coopératif* - Close working relationship with parties involved in economic development and promotion of the French language and Acadian culture. - Collaboration with the *Réseau de développement économique et d'employabilité* (RDÉE) of Prince Edward Island and the Government of PEI.	- Participation in a minimum of two meetings per year. - Participation in two to four meetings per year.

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C. COMMUNICATIONS (Transmission of information to OLMCs)

(External communications activities to inform OLMCs about the activities, programs and policies of the department/agency and to promote the bilingual character of Canada; inclusion of OLMCs in all information and distribution lists; use of the department's/agency's website to communicate with OLMCs.)

Main expected results	Main activities planned to achieve expected results	Indicators to measure results
	Head Office	
- The OLMCs are able to access information regarding ACOA programs and services, in the language of their choice, via the Agency's website.	- Action Plan for 2006-2009 available in both official languages on the Agency website.	- Available on the website, in both official languages, by September 30, 2006.
- The OLMCs are informed regarding planned activities concerning their community.	- Annual status report available in both official languages on the Agency website.	- Available on the website, in both official languages, by September 30 of each year.
- The OLMCs are informed regarding various initiatives and programs offered by ACOA.	- Publication of articles in the 41-42 bulletin of Canadian Heritage.	- A minimum of three articles per year will be submitted for publication in the 41-42 bulletin.
	- Publication of official languages articles on the Agency website.	- A minimum of three articles per year will be published on the Agency website.

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D. CO-ORDINATION AND LIAISON (Does not include funding – internal co-ordination and liaison with other government institutions)

(Co-ordination activities (research, studies, meetings, etc.) carried out by the department/agency itself along with other federal departments or other levels of government; participation in activities organized by other federal departments, other levels of government, etc.; participation of official languages champion, national and regional co-ordinators, etc., in various government forums.)

Main expected results	Main activities planned achieve expected results	Indicators to measure results
	Head Office	
- ACOA participates in meetings and committees related to immigration in Francophone communities, and identifies a potential role within its mandate.	- Participate on the CIC steering committee for immigration within minority Francophone communities.	- Participate in a minimum of two meetings per year.
	- Participate on the New Brunswick round table on immigration within francophone communities in minority situation.	- Participate in a minimum of two meetings per year.
- ACOA participates in the national meetings of co-ordinators responsible for Section 41 of the *OLA* in order to share best practices and acquire new ideas from other co-ordinators for implementation within ACOA.	- Attend quarterly meetings of the national co-ordinators responsible for the implementation of Section 41.	- Participate in two to four meetings per year.
- The national co-ordinator informs, on a regular basis, the regional co-ordinators and the OL champion of the progress of the Section 41 file.	- Organize quarterly meetings with the five ACOA regional co-ordinators responsible for Section 41, to share information on the file and discuss matters related to the development of OLMCs.	- Organize a minimum of four meetings per year either in person, via videoconference or via teleconference.

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- The ACOA staff responsible for the implementation of Section 41 are informed regarding the OL file.	- Attend the ACOA OL champions meetings.	- Attend meetings organized by the champion.
- ACOA participates in the national *Réseau de développement économique et d'employabilité* meetings in order to share best practices and acquire new ideas from other regions to incorporate them within the Agency.	- Attend quarterly meetings of the *Réseau national de développement économique et d'employabilité* (RDÉE Canada).	- Attend two to four meetings per year.
- The ACOA staff responsible for the implementation of Part VII of the OLA keep the president informed on the OL file throughout the Agency, and inform her of any new developments in the OL file. - ACOA staff responsible for the implementation of Part VII are all informed of new developments related to *OLA*.	- Participate on the official languages advisory committee to deputy ministers. - Attend various symposiums and conferences pertaining to Part VII of the OLA.	- Participate in meetings that are organized. - Participate in symposiums and conferences that are organized.
- The regional co-ordinators responsible for Part VII of the *OLA* are informed on the OL file in their province. They share best practices and acquire new ideas for implementation within their regions.	**Nova Scotia** - Participate in the official language sub-committee of the Nova Scotia Federal Council. **New Brunswick** - Participate in the official language sub-committee of the New Brunswick Federal Council. - Participate in the *Comité Communautés Acadiennes du NB et ministères fédéraux committee.*	- Participate in two to four meetings per year. - Participate in two to four meetings per year. - Participate in two to four meetings per year.

- The regional co-ordinators responsible for Part VII of the *OLA* are informed on the OL file in their province. They share best practices and acquire new ideas for implementation within their region.	**Prince Edward Island** - Participate in the official languages sub-committee of the PEI Federal Council.	- Participate in two to four meetings per year.
- The regional co-ordinators responsible for Part VII of the *OLA* are informed on the OL file in their province. They share best practices and acquire new ideas for implementation within their region.		

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E. FUNDING AND PROGRAM DELIVERY

(Implementation of the federal department/agency's programs and delivery of its services; funding, alone or in co-operation with other federal departments/agencies, of OLMCs in the delivery of the department/agency's programs and services.)

Main expected results	Main activities planned in order to achieve expected results	Indicators to measure results
- The ACOA district offices are continuously working with Francophone groups and associations within OLMCs in order to support initiatives that fall within the Agency's mandate. - The OLMCs have access and apply for funding to ACOA.	- Pilot projects in tele-learning: under an MOU between ACOA and Industry Canada, funding was made available to post-secondary, Francophone teaching institutions in Atlantic Canada for projects involved in content development towards e-learning.	- A total of seven projects were funded for a total of $2,010,156.00.
	- Explore the roles and expectations regarding the Acadian World Congress of 2009 with Canadian Heritage and the ACOA's New Brunswick regional office.	- Clarification of roles regarding the Acadian Congress in 2009.
- ACOA is proceeding with the implementation of the Government of Canada Official Language Action Plan	- Implementation of internship initiative within the Government of Canada Official Language Action Plan.	- A total of 10 internships are forecasted for fiscal 2006-2007: o NB – 2, contribution: $80,000 o PEI – 1, contribution: $40,000 o NS –1, contribution: $40,000 o NL – 1, contribution: $40,000
- ACOA takes the geographic dispersion of OLMCs into consideration and takes measures to make its products and services available to communities that are secluded.		- For fiscal 2007-2008: o NB – 2, contribution: $40,000 o PEI – 1, contribution: $40,000 o NS – 1, contribution: $80,000 o NL – 1, contribution: $40,000

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- ACOA explores various options for interdepartmental collaboration to enhance the vitality of the OLMCs.	- Through its current program offering, ACOA supports non-profit organizations within OLMCs.	- ACOA will use various instruments to support activities in OLMCs.
	- There are four Canadian Business Service Centres (CBSC) in the Atlantic provinces, one in each province, which supply services in both official languages relating to products and services in entrepreneurship. The CBSC will continue its outreach activities in the region to provide services to OLMCs. These services are offered via a toll-free line, Internet, fax, and in person (as appointment needed).	- An average of 33,000 clients per year receive in-person* services from the CBSC, and the website receives approximately 600,000 visits. (*in-person: telephone, e-mail, fax or mail)
	- ACOA, through the Community Futures Program of the Government of Canada, provides contributions to the CBDCs, which are independent, non-profit organizations, in order to assist entrepreneurs in rural regions in accessing the information, the advice and the funding they need to succeed. The CBDCs will continue their outreach activities to provide services to OLMCs.	- There are a total of 41 CBDCs in the Atlantic provinces, which serve approximately 6,000 SMEs. - The CBDCs will be sensitized to the needs of OLMCs.

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F. ACCOUNTABILITY

(Activities through which the department/agency integrates its work on the implementation of Section 41 of the OLA with the department/agency's planning and accountability mechanisms (e.g. report on plans and priorities, departmental performance report, departmental business plan, status report on implementation of Section 41 of the OLA, etc.); internal audits and evaluations of programs and services; regular review of programs and services as well as policies by senior managers of the federal department/agency to ensure implementation of Section 41 of the OLA.)

Main expected results	Main activities planned to achieve expected results	Indicators to measure results
- ACOA undertakes an internal planning process, in collaboration with its regional Section 41 co-ordinators to assist OLMCs in their development.	- Regular meeting with the regional coordinators to specify priorities and activities for the fiscal year.	- Meeting in the spring of each fiscal year to oversee the implementation of the 2006-2009 action plan.
- An internal evaluation system is incorporated in the Agency's project summary form (PSF).	- Add a mandatory OL section to the electronic project processing system to explain the obligations under the *OLA*.	- New PSF official language annex added during fiscal 2006-2007.
- An annex containing ACOA's obligations under the *OLA* is added to all purchase orders (O&M budgets).	- Add an annex on official language responsibilities to all purchase orders.	- Annex on official languages responsibilities added to purchase orders during fiscal 2006-2007.
- Annual reports are prepared in order to measure investment towards OLMCs.	- Compilation of status report to submit to Canadian Heritage.	- Submitted to Canadian Heritage by May of each year.
- Sharing of information on a regular basis with regional co-ordinators and the OL champion.	- Compilation of annual reports such as: o OLMC o E-learning pilot projects	- Submitted to the OL champion, Industry Canada and Canadian Heritage every year.

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- Internal consultations to ensure the respect of official language modifications following the adoption of S-3 and the implementation of "positive measures".	- Compilation and distribution of minutes following meetings of regional co-ordinators and others relating to the implementation of Part VII of the *OLA*.	- Continuous sharing of information.
	- Consultations with Agency Legal Services to ensure conformity with the new S-3 law that deems Part VII of the act to be justiciable.	- Hold meetings to define "positive measures".
	- Consultations with ACOA's DGs to ensure conformity of programs with Part VII of the *OLA*, in view of changes made by Bill S-3.	- Hold individual meetings to discuss our obligations under S-3.
	- Consultations with regional VPs to know what "positive measures" they are currently undertaking in order to respect section 41 of the *OLA* in its current form.	- Hold individual meetings to discuss ACOA's obligations under S-3.
	- Memoranda sent to ACOA DGs to outline the Agency's obligations related to the OLA and to insure that all Memoranda to Cabinet contain an OL clause.	- Memorandum sent on an annual basis as a reminder of the Agency's obligations related to official languages.
	- Revision of the Agency's internal G&C policy manual.	- Updated policy that reflects recent changes of the act (deadline, March 2007).
	- Undertake a survey within Business Development, Policy and Co-ordination and Community Development, as well as with the regional offices to determine the measures undertaken to comply with Section 41 of the OLA.	- Gain knowledge on various measures undertaken within the Agency related to Section 41 of the OLA.
	- Meet with the office of the Commissioner	

	of Official Languages and Human Resources and the Community Development section of ACOA in order to discuss the Agency's responsibilities pertaining to funding agreements with clients and the OL clauses included in contracts.	- Obtain clarification from the commissioner.
	- Meet with the office of the Commissioner of Official Languages and Human Resources and the Community Development section in order to discuss complaints received regarding third-party deliverers.	- Obtain clarification relating to third parties.
- ACOA undertakes a benchmarking exercise to better understand the impact of its investments in OLMCs from 2000 to 2006, and to implement the most precise performance indicators to measure results for future years.	- Discussion with Agency legal services regarding the overlap between Parts IV and VII of the OLA and the reporting of complaints on Part VII to the Department of Canadian Heritage, as appropriate.	- Adoption of a process to resolve complaints and to communicate with Canadian Heritage, and also a joint complaint processing process with the Human Resources Branch and the Community Development section.
	- Explore available options in order to identify the impact of ACOAs investment: o Dollars invested and their impact o How to measure "vitality" – then, now, and future o Performance indicators o Integration of indicators in current ACOA tools o Identify monitoring tools	- Start process in 2006, with results or tools by March 31, 2008